



NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

Office of Corporate Communications

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**Remarks as Prepared for
Robert Cardillo
Director, National Geospatial-Intelligence Agency
for the
Change of Directorship Ceremony
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Ladies and gentlemen, thank you so very much for joining us here today. My thanks to my new boss – Under Secretary Vickers – for presiding over today’s ceremony. And as someone who had an inside view of how truly busy the President is, his video remarks are a remarkable and extremely well-deserved tribute to NGA and to Tish – that was truly special.

I am humbled and honored to have been appointed by Secretary Hagel and Director Clapper to lead the NGA team – a team I joined a little over 31 years ago. I cannot be more excited about the opportunity we all have to build on a legacy of helping our customers protect and defend our nation and our allies and taking NGA to new heights of service.

Today is a celebration of NGA and of Tish’s outstanding leadership to culminate an exceptional career. Succeeding Tish Long in any job is a mixed blessing – on the one hand, Tish is a model servant leader who walks the talk and connects with the mission, our customers, and the workforce in an unparalleled way – on the other hand, she’s a very, very tough act to follow. Seriously, I’m truly blessed to be able to take the reins from a friend who has done so much and led NGA so remarkably.

And to my friends and colleagues from the Deputies Committee and from across the community, you honor NGA, Tish and me by your presence – thank you.

It was Newton who – when acclaimed for his scientific discoveries – demurred by saying: “If I have seen further it is by standing on the shoulders of giants”. Please allow me to express my gratitude and appreciation to those giants in my life – professional and personal.

In 1983, “bright eyed and bushy tailed” and “wet behind the ears” aptly described Bob — yes Bob — Cardillo as I entered on duty at DIA as a GS-7/Photographic Interpreter. Any illusion of a James Bond life quickly dissipated as I spent my first few days with a top secret clearance tearing stacks of dot-matrix printouts into one-inch strips and filling burn bags – a humbling start.

I moved into a brand-new DIAC to learn the profession as a Soviet analyst – and then moved into the legendary Building 213 to support special operations. This tour first exposed me to our customers, and that experience has shaped my thinking about our business to this day. I was also blessed to learn under the watchful eye of Lou Dinelli, Sam Everhart and Stacy Gardner. And all of us benefitted by serving under the visionary and leadership of Geoff Langsam. As we transitioned into NIMA, I benefited from leaders, mentors and friends such as Annette Krygiel, Dave Broadhurst, and Rob Zitz. Each made me a better analyst and gave me a better connection with our emerging business proposition and with our customers.

I must say this about NIMA stand-up. Yes, it was rough – yes, it was sporty. However, the team of Admiral Dantone and Leo Hazelwood saw us through those trying days – and I saw the true measure of both men. General King took NIMA by the scruff of our neck and operationalized our business. And then two days after 9/11, Director Clapper took the helm. More about that guy later.

I moved to the collection end of our business to support Operations Enduring Freedom, and Iraqi Freedom. I then moved back to Analysis and rejoined many of my early colleagues and teammates. As Director Clapper made way for Admiral Murrett, I got a call from another longtime mentor, Louie Andre, about the Director of Analysis position at DIA. That began a four-year experience in which I had the opportunity and the privilege to partner with NGA under the watchful eye of Lt. Gen. Mike Maples and Tish.

After an all-too-brief opportunity to succeed Tish as the DIA deputy director, I joined Director Clapper at ODNI to team up on his laser-like focus on intelligence integration. I was truly blessed with such teammates as Didi Rapp, Andrew Hallman, and Mike Dempsey – all exceptional professionals, mentors and friends. And I constantly from the IC's Principal Deputy, Stephanie O'Sullivan – with her steely professionalism, her mighty intellect, and her particular talent at finding strength and weakness – either in a satellite program or an analytic line of argument.

On the professional side, there is one person worth special mention – that guy I said I would be sure to remember – DNI James R. Clapper, Jr. He had faith in my abilities before I knew that I had them – and he taught me the true meaning of integrity, leadership, and dedication to duty – and truth to power. He is one of a kind – and I'm truly fortunate to have been able to learn at his side – and to call him a friend. Please join me in a special round of applause for our DNI, Jim Clapper.

On the personal front, I have been even more blessed. As our Army family moved around the country and the world, I learned that teamwork is always the answer. Speaking of teams, I had the great good fortune to come under the mentorship of Coach Bob Knight at a very early age. I'm honored that Coach Knight and his wife could join us today. I recall him often saying about basketball that the mental is to the physical as four is to one – and that good defense depended upon anticipating what the offense wanted to do before they did it – well, I'm here to say that his formula works in the IC as well.

And then there's the family family. It starts and finishes with my parents – but more about them in a moment. I am very grateful to have many of the extended clan here today. Each of you has enriched my life with your love and example.

I've been accused of being a workaholic. But, in my defense, I always felt and feel today that our profession is a noble one and our work is about families – we toil... and we strive... and we sweat so that our families... and the American family... and our allied families... can safely pursue their happiness. And when I had to go in early, stay late, lose a weekend or a vacation, it was with my family in mind. To that end, they have been and will be my enduring inspiration – my kids Nicolas, Calvin and Cameron – each his own person and each spectacular. And Nic brought Deborah into our family and they brought our greatest joys, Chloe and Gavin, into our lives. Next year, Chelsea will formally join the family that she's already a part of. If I've been passionate about my job – and I am, it is because I'm passionate about you all.

And then there's Lori Ann – my wife and best friend. Going on 38 years together – each day better than the last – let's put it this way, I would not be standing here if you were not sitting there. So back to my parents – Inez and Rich – just eight months short of their 60th wedding anniversary. The real pillar of strength for our family is my Mom. Her hostess abilities are the stuff of legend – her household management skills are world-class – her innate talent to find just the right thing to say at all times is remarkable – her concern for others is constant and genuine. Quite simply, she is the best person I have ever known and is my singular inspiration.

Then there's my dad, the general. I've had the good fortune to meet and work with many exemplary Americans in my career – but my dad is without peer. While he too came from a great family with wonderful traditions and values, he pulled himself up by his Army bootstraps and got into West Point (through the athletic door) and, more impressively, graduated. Once he was with soldiers, everything fell into place. Of the many things I've learned from him, the most important is "Take care of your troops and they'll take care of the mission." Thus, I'll strive to achieve that in this job as well. He's also an author of a soon-to-be best-selling story of our family – its title "Never Lower the Bar" – that's been his message to me for 50-plus years.

And I'll close with that message to Team NGA – we've built an amazing organization, with tremendous capabilities, and even greater potential – so never lower the bar – and I look forward to soaring over that high bar with you.

Thank you again.

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